



Illinois Department of Transportation

Division of Highways / Bureau of Construction
2300 South Dirksen Parkway, Springfield, Illinois 62764

MESSAGE TO THE RESIDENT ON CONSTRUCTION

By the Engineer of Construction

There is no other individual position in the Illinois Division of Highways so important to the proper functioning of this agency as the position of Resident Engineer/Technician (Resident). As Resident, you are charged with a heavy responsibility, since you represent the Division of Highways in dealings with the Contractor, cooperating governmental agencies, the traveling public, and the taxpayer.

It is in the public interest and, therefore, our practice to cooperate with the construction industry to achieve maximum efficiency in producing a quality project. The Contractor has obligated funds, equipment, and manpower to the job and must necessarily be concerned in protecting his/her investment. To continue as a Contractor, it is necessary to make a reasonable profit. At the same time, a Contractor takes pride in the proper completion of the work. The reduction of cost is in the interest of the State, and timely completion of the job is a benefit to the traveling public. When the entire picture is viewed, it is apparent that the interests of the Contractor and the Department are not different but basically similar.

It is necessary at all times to insist on a high quality of work in accordance with the specifications, but it is also necessary to consider the following points:

Each construction job is "custom built" due to the many variables caused by weather, topography, local conditions and design considerations.

It is important to provide necessary decisions in the shortest possible time on the many problems which will develop. A delay in giving a decision might cause unnecessary cost to the Contractor due to idle personnel and equipment.

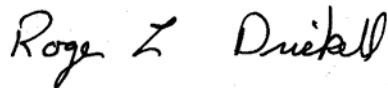
It is recognized that due to other cooperating governmental agencies it sometimes takes time for a question to go through all the necessary channels. This fact makes it all the more important for the Resident to constantly discuss problems and progress with the Contractor in an attempt to anticipate and resolve problems in a timely manner and to keep delays to a minimum.

The construction industry is a fast-moving and fast-changing business. Extremely large amounts of capital are necessary for operation and it is

therefore important that the Contractor be reimbursed for work completed in accordance with the specifications without delay..

In addition, accounting procedures are continually reviewed and modernized to the maximum extent possible to provide fast payment which is necessary for an economical operation. It is therefore important for the Resident to ensure that all monies due the Contractor are provided to the fullest extent possible in the shortest possible time.

As a representative of the Illinois Department of Transportation, you will be viewed by the public as the representative of the State. The impression of the public as to your efficiency, devotion to duty, and personal conduct in the field will be based on your actions. In your dealings with the local public officials, the local residents, and the traveling public, it is important that prompt, sympathetic attention to the problems of these various groups be given when these problems concern the improvement in which you are involved. You should deal with these people at all times in a manner which will gain respect and confidence and in turn make your job easier while constructing the work. The Resident should not attempt to speak for the Illinois Department of Transportation on questions of general policy or practice which might be controversial. If you do not agree with a policy or practice, it is incumbent on you to discuss it with your supervisor but in no case should the matter be discussed with people from outside the Department of Transportation. It is important to realize that a courteous approach will normally yield respect where an arbitrary stand without due consideration for other factors or other people's viewpoints will usually cause resentment towards you and the Department of Transportation as a whole. Your personal actions while serving as Resident on a construction project will be a strong influence in the development of favorable and constructive public relations.

A handwritten signature in black ink, reading "Roger L. Driskell". The signature is written in a cursive style. To the right of the signature is a vertical red line.

Roger L. Driskell, P.E.
Engineer of Construction